

# Business Finance Team Iowa Department of Economic Development Kaizen Event Report Out

## Mission:

To engender and promote economic development policies and practices which stimulates and sustain Iowa's economic growth and climate and that integrate efforts across public and private sectors.

Friday January 28<sup>th</sup>

# Purpose

The purpose of this event is to improve the timeliness, accuracy, consistency, and communication of the process used to review financial assistance applications and develop recommendations for the Director's Office and Iowa Department of Economic Development (IDED) Board as prepared by the Finance Team within the Business Development Division of IDED.

# Team Members

**Team Leader:**

Tom O'Neill, DNR

**Sub-Team Leader:**

Sherry Timmins, DED

**BPI Support & Facilitator:**

Dean Bliss, Rockwell Collins

**BPI Members:**

Terry Vorbrich, City of Des Moines

Ken Boyd, Finance Team DED

Allen Williams, Project Management, DED

Amy Johnson, Finance Team DED

Joe Jones, Finance Team DED

Wynona Bohemann, Finance Team DED

Michael Rubino, John Deere

Lane Palmer, Administrative Team, DED

Mike Farley, Finance Team DED

Peggy Russell, Business Services Team, DED

Paul Stueckradt, Finance Team DED

Donna Lowery, Finance Team DED

**Resource Assistance:**

Alice Meyer, DED

Reid Bermel, DED

Don Dursky, DED

**Communications:**

Tina Hoffman, DED

**Sponsor:**

Jeff Rossate, DED

**Event Coordinators:**

Laurie Reynolds & Marcella Phillips, DED

# Objectives

1. Reduce the overall application review time by 50% from 45 days to 22 days.
2. Reduce the number of times that additional information is requested of applicants by 80%, from 5 times to 1 per application.
3. Reduce the percentage of incomplete applications received from 90% to 10%.
4. Reduce the number of errors on finance reports to 0%.
5. Reduce the time required to enter data and produce finance reports by 50%, from 10 hours to 5 hours.
6. Develop standard operating checklist for application review and recommendation development process.

# Kaizen Methodology

## Day One

1. Introductions
2. Comments from Management
3. History of Kaizen
4. Established Ground Rules
5. Defined Roles of the Individuals
6. Reviewed the Agenda
7. Training – Overview on Kaizen tools

# Kaizen Methodology

## Day Two

### **Mapped out the old process**

- Identify who is involved in the process
- Write down the steps for when the application/information is received
- Apply a timeline to the steps

### **Addressed “opportunities” identified from the old process**

- Discovered 10 areas of opportunity – consolidated down to 8
- Prioritized 8 by voting and decided to address the top 2
- Formed 2 sub groups to work on Application Refinement/ROI and Database Improvement

# Kaizen Methodology

## Day Three

Groups continued work on the two priorities

### The application group

- Defined the different short, medium and long term goals
- Reviewed elements of the application process
- Dissected the current application to find areas of improvement

### The database group

- Investigated the current needs for reporting
- Conferenced with DED IT group to clarify expectations and discuss feasibility of in house development
- Explored more options with fields, reports and alternative options

# Kaizen Methodology

## Day Four

### Simulated a sample application process

- Highlighted needed improvements
- Scheduled immediate action items
- Teleconferenced with Iowa Interactive on database options
- Reviewed first draft of new application
- Discussed how to measure progress in meeting objectives

# Kaizen Action Steps

## Application Group

### Short term

- Roll out the new application to the website by 2-4-05, Amy Johnson
- Finish and roll out the application review form 2-1-05, Mike Farley
- Establish application due date by 2-1-05, Peggy Russell
- Compress the review schedule by Paul Stueckrad 1-31-05

# Kaizen Action Steps

## Application Group

### Medium term

- Revise ROI Worksheet by 2-15-05, Lane Palmer

# Kaizen Action Steps

## Application Group

### Long term

- Compress the review schedule by, Joe Jones 5-1-05
- Review consistency among programs and make recommended changes by 8-1-05, Ken Boyd
- Training for the communities and developers by 5-26 & 27, Ken Boyd

# Kaizen Action Steps

## Database Group

### Short term

- Decision on starting Plan B option for an outside consultant, by 1-31-05, Lane
- Deliver fields and reports to both Plans A & B by 1-31-05, Lane, Wynona
- Eliminate duplication entry applications, by 1-31-05, Laurie, Wynona

# Kaizen Action Steps

## Database Group

### Medium term

- “Error screen” testing of Plan A, by 2-9-05, Wynona and Laurie
- Develop Plan B proposal
  - Meeting with consultant, by 2-4-05 and
  - Finish proposal by 2-18-05, Tim and Data group
- Evaluation and decision on Plan A & B, by 2-25, management and data group
- Keeping the excel system running, ongoing

# Kaizen Action Steps

## Database Group

### Long term

- Finish and implement selected solution either
  - Plan A by March 1, Don Dursky
  - Plan B by April 15, Tim
- Test run
  - Plan A by May 1, Wynona
  - Plan B by July 15, Wynona
- Decision on an agency wide single database, Management, Date ?

# Parking Lot

- Management Support of Deadlines
- Terminology Opportunity
- Cross Training
- One Face with Company
- Batching
- Easier “Downloads”

